

Board of Directors Skills & Knowledge Matrix

Approved June 9, 2016



Core to the culture of Muskoka Algonquin Healthcare is quality. One determinant of board quality includes the complementary broad mix of skills, experience and knowledge of the board's directors. This collective set of abilities empowers the board's role in organizational oversight. Please assess your skills & knowledge on the matrix format below in the understanding that directors do not require proficiency in all skills as listed.

Skill & Knowledge	Definition	Advanced (3): formal certification, degree, or demonstrated understanding/knowledge (10+ years)	Intermediate (2): above average understanding/knowledge (5 - 10 years)	Basic (1): general or modest understanding/knowledge.	None (0): no understanding /knowledge
Financial	<ul style="list-style-type: none"> Qualifications in accounting and/or finance and experience with analyzing key financial statements; critically assessing financial viability and performance, financial risk assessment, contribute to strategic financial planning; oversee budgets and the efficient use of resources; oversee funding and accountability. Links financial information to organizational priorities & goals. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business & Management	<ul style="list-style-type: none"> The skill and experience required to execute the fiduciary and oversight requirements of the Board, has held or holds a senior level management/executive position, to give good advice and challenge thinking. Broad management and leadership experience involving human, financial, technological and other resources. Able to determine how a particular initiative or opportunity will support the implementation of the corporate strategy and deliver on key performance objectives. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic Planning	<ul style="list-style-type: none"> Macro level understanding of the system & the longer term implications and opportunities. Have been actively involved in previous strategic plan development, implementation and monitoring. Have a very strong understanding of the purpose and processes related to strategic planning and the Board's role in the development, agreement & monitoring of the strategic progresses. Advise Board on processes to define an organization's direction and provide potential decisions on the allocation of resources required to pursue a strategy. Able to look at issues in a broad context, taking into account a wide range of influences and circumstances, and see the implication of decisions. Strategic horizon responsibility includes monitoring existing strategic plan delivery and organizing & planning beyond existing strategic plan. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enterprise Risk Management	<ul style="list-style-type: none"> Critical understanding of Enterprise Risk Management, understanding that taking on risk is sometimes a necessity with the ability to identify key organizational risks including legal and regulatory compliance. Demonstrated ability to think critically to ensure the effective management of opportunities and adverse impacts. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transformation	<ul style="list-style-type: none"> Promote a culture of change by understanding the dynamic nature and factors impacting successful and sustainable outcomes. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integration & Systems Enabler	<ul style="list-style-type: none"> Has led or been part of, in a management or governance capacity, integration initiatives such as mergers and acquisitions. Understands the reasons for ongoing organizational and system behaviour, and then underlying problems, opportunities or political forces affecting the organization and the health system. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation	<ul style="list-style-type: none"> Recognized as a thoughtful inspiring leader and one who has led innovative approaches and/or new ventures. A person who will be readily able to see new opportunities and enhance the Board and management's ability to seek new approaches. Encourages well considered & planned risk taking that drives new thinking and approaches that lead to innovative approaches and outcomes. Readily able to see future opportunities. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Relationship Building	<ul style="list-style-type: none"> Has been actively engaged in the community and is seen as a community leader/influencer. Understanding of broader stakeholder environments. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality & Performance	<ul style="list-style-type: none"> Quality and safety expertise in business or industry; understanding of quality of care issues and performance measurement; benchmarking experience; experience in process improvement methodology. 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>